

ELDRIDGE R. JOHNSON,

CABLE ADDRESS SOUNDIX.
LIEBER'S CODE USED.

MANUFACTURING MACHINIST,

108 NORTH FRONT STREET,

Camden, New Jersey, Jan, 29th, 1900

The Gramophone Company

~~431 Alden Lane~~

London, Great Britain
W.C.

Gentlemen:

I received a cable from you last Saturday, asking if I had carried instructions as per your letter of December 2nd.,

The only letter I have anywhere is near December 2nd., is from Miss Lewis, saying that a Mrs. Ervin would communicate with us, and let us know when it would be convenient for her to sing. I got a letter from Mrs. Ervin several days ago, and answered it immediately. I could not arrange for her to sing just at that time, as we were moving the laboratory, but I told her that I would let her know as soon as we got started in our new building. I did not acknowledge the letter because I did not hear from Mrs. Ervin. I expect to have the new laboratory working by next Monday.

Will send you a full account of expenses to date in a few days. We have been so busy in the office, that I could not get the accounts streightened out.

There is nothing new to relate as to the situation in general. I think though, that Mr. Parvin is very active, and I know that he expects some satisfactory changes soon.

Very respectfully yours.

Eldridge R. Johnson

EMI-DWEN

From Mr. Barry Owen's address file

Telephone 437.

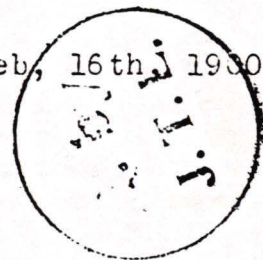
ELDRIDGE R. JOHNSON,

CABLE ADDRESS SQUONOX.
LIEBER'S CODE USED.

MANUFACTURING MACHINIST,

108 NORTH FRONT STREET,

Camden, New Jersey, Feb, 16th 1930



Mr William Barry Owen

#31 Maiden Lane W.E.

London, Great Britain

My Dear Mr. Owen:

Your letter of *Feb 6th* was received yesterday. We cannot get a shipment off before the first of March, but we will have no difficulty in running them out after they get started.

We will be able to give you slot machines without interference with the regular motor work.

Please give us all of the time you can between the date of order, and the first delivery. Material is still hard to get promptly, and it is not safe to depend on making deliveries short of six (6) weeks from date of order.

You understand that no store carries a stock of anything large enough to fill our orders, and it must be sent from the factory. We must get it and make at least 1000 parts before we can deliver any. Six (6) weeks is a short time, and we must do some hustling. We have to allow one week for boxing and delivering to Steamer.

You certainly should have placed this last order sooner, we cabled you several times.. However we will not do any kicking but will hustle. As to your new slot machine, I doubt if you can make a perfect model in London. Material and stock sizes are sure to make some changes necessary.

EWJ - Owen

There is no system for such things in England, they depend on having stock made special. This would not be practical, as it would take a long time to get out an order, and the special stock would be expensive. We always design to suit materials that are regular stock sizes. When your model is finished, best bring it over or send it by Royal, so that if we have to alter, we do so under proper guidance, and not get in trouble. I do not think you need fear our ability to handle your work fast enough now? The new shop gives us much greater capacity. Last year was one that will long be remembered for the difficulties it brought to manufacturers. They are suddenly called upon to furnish much more than usual, hence delay everywhere. The demand is just as great now, but all are better prepared for it. As I cabled you yesterday, we can ship you entire order by June 1st, but if you find you will not require them so fast, please let me know, as you will understand it is difficult to manage an organization that cannot be steadily employed. We can give better satisfaction by making 1500 per month than at the rate of 5000 per month. To keep everything up to a high standard the out-put must be somewhere near regular. We are now working to deliver at the rate you desire. How are the boys making out at recording? I have no doubt they will have many difficulties at first. There are so many little things to look out for. Experience is necessary. Caution them to use as thin a diaphragm as possible, and as small. I hope to give you a jewel point soon, and a new plate holder for the matrix plant, and be in shape to make any number of them quick. Will send a photograph of new arrangements of tanks, also our tanks have more light than any other part of plant. They look beautiful, and you can watch the deposit spread like a rapidly

blooming sunflower, opening out from the centre. The 10" record will
come next.

Very respectfully yours.

Eldridge R. Johnson.

ELDRIDGE R. JOHNSON,

Telephone 437.

CABLE ADDRESS SOUNDON.
LIZNER'S CODE USED.

MANUFACTURING MACHINIST,

108 NORTH FRONT STREET,

Camden, New Jersey, March 13, 1900.

The Gramophone Co.,

251 Maiden Lane, W. C.,

London, England.

Gentlemen:

You will find enclosed a bill for the cost of the experiments on the Improved Johnson Process of Recording. You will notice that I have charged you with but one half of this bill, as according to the understanding concerning the experimental work, the other half has been charged to the Berliner Gramophone Co.

The Berliner Co. have up to the first of March obtained all the talent which I have used in these experiments. I have given them credit for one half the cost of same; the other half I have charged to you, as you will see by the bills.

It may be well to say a few words here, so that our different relations in this matter will be clearly set forth. I have decided that it will be a good business policy for me to develop this branch of the gramophone business to a state of perfection, depending upon the pay for my trouble to the larger amount of business that will be created by the development of the recording.

I call your attention to the fact that I charge you only with the actual cost of wages and material. The experimental plant itself I have undertaken to furnish. It will be when furnished a very complete laboratory.

You will find enclosed a memorandum showing some of the outlay

EMI-DOWN

which this rather original policy has cost me. Added to this, of course, is the interest on the investment; rental for space, light, heat, power and personal supervision. You will notice that a number of hours which have been charged at the regular shop rates. This is for machinery work which is not possible to do in the laboratory proper, and which has called for help beyond the force regularly employed in the laboratory.

This expense will be materially reduced from now on, as I have put in on the same floor as the laboratory a number of machine tools and added two men to the regular laboratory force. I give them the privilege of using the tools whenever they find it necessary, so that we can make anything we want on that floor, which is kept under lock and key from the rest of the factory. The men whom I have working for me in that portion, while they are not allowed into the laboratory, are confidential assistants, and as I expect to always keep them either in my own employment or in some of the different Gramophone companies.

It is probably unnecessary for me to emphasize the importance of having thoroughly trustworthy and reliable men in this department. It will pay you to make a study of each individual man and find out how to make him perfectly comfortable and satisfied.

The Process, as you will understand, will be patented, but there will be many things necessary to obtain the highest degree of perfection that the patents will not show. These things must be guarded carefully as secrets. No one, save those in whom you have the most absolute confidence should even be allowed to see inside the laboratory. The secrets governing the proportions of compositions and recording appliances should be intrusted to as few as possible.

Yours respectfully,

Judge R. Johnson

~~13110~~

C.

R/G

April 12th. 1900.

Eldridge R. Johnson Esq.,
Camden, N.J.

Dear Johnson,

We have finished unpacking the shipment of 1000 Motors which came on the ~~ss~~ "Lucania" and find we are 200 Fibre Gears and 8000 Balls short. The Balls were in a box which has evidently been damaged and possibly most of these were lost. We thought perhaps ~~that~~ it would be best to notify you of this so that you might see that the balance of the Goods is properly packed, especially as the small Parts in almost every case, seem to have been shaken round or are all loose in the boxes, if the box is not broken.

We are as busy as ever at the present time and I have no machines in stock except the few erected to-day. We are supplying Germany with about 400 a week and with our own trade it takes all the stuff I can rake and scrape together to supply the demand.

I do not know whether Mr. Owen said anything to you about Stylus Bars, when in America, but I would like you to supply us with

ENL-Dover

Johnson.

at least 5000. We seem to be using more of these now in repair work than ever before, so on receipt of this letter please have 5000 put in hand for us and shipped by the fastest express.

I have not received the small Parts yet but hope they will be coming soon.

Trusting you are as busy as ever and with kindest regards to Mrs Johnson and yourself, I remain,

Yours faithfully,

Cable Address Soundox.

Telephone 437.

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
120 NORTH FRONT STREET,

Camden, New Jersey April 23rd, 1900.

The Gramophone Co.

London, G.B.

Gentlemen:

You will find enclosed bill for one half the expenses of laboratory. You will notice but small amount spent for talent. The reason is that we have been so busy perfecting details that I did not consider it adviseable to reach out after any new things untill we have finished what we have. We will be ready for talent in a few days and hope to show some great improvement as we will have much more perfect appliances to work with than before as a result of our two months work on them. You will find enclosed a memorandum of appliances placed in laboratory by my self for which I do not charge. My idea in sending memorandum is so there can be no dispute of ownership.

Yours very truly,

Eldridge R. Johnson

Emil-Dowen

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey, Oct. 15th, 1900.

Deutsche Grammophon Actiengesellschaft,
#36 Ritter Strasse, Berlin.

Gentlemen:-

I have been forced to be away from my desk more than usual of late, and find a number of letters and cables from your Company unanswered. In your letter of September 11th, I find that Mr. Middleton, our Office Manager, has attended to the financial part of it, and I enclose a statement of the account as we understand it. Mr. Owen has ordered a large number of our "New Styles" viz: the side-wind, the scheme, the open frame and the hand machine, but I do not know what portion of this order is for you. In yours of September 27th, you show a list of 3450 machines. Mr. Owen's order is quite large enough to include this, and I suppose they are the portion that he has promised to you. Answering your inquiry as to whether we will ship direct or via. London. We will ship all the parts which Owen ordered to London as he directed, and I am sure it will be more satisfactory at present, for the reason that the bulk of the orders are for new patterns, and our capacity is limited at present. Mr. Owen has a schedule with him, and we are having a hard time to keep up with it, and it may be impossible to make anything for you until the London order is filled. I can only suggest that you get as much of the material that I can ship as you can. There will soon be plenty for all, for we can make these machines very fast after we get started. You perhaps you do not know that it was not

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

until the latter part of August that the models were finished. You no doubt know how hard it is to hurry tool-makers, and the many other things that eat up time and cause delay, but as I stated above, we will soon be in a position to give you all the machines you may want, and I hope you may want a very large number. I received the cable dated Berlin, October 5th, ordering 1000 extra hand machines, also cable dated October 9th, "Please increase my order to 4000 hand motors" we are somewhat in doubt as to your exact meaning, but have decided that you want us to make for you, and ship to you direct, 2000 hand machines over and above any that we are making for you through London, and part direct to you. Your letter of October 5th is before me, and as I stated above Mr. Owen has a schedule of shipments, and we can not advise you to depend on anything beyond that, I will say, however, that the hand machine is coming through in fine shape, and that I hope to be able to do better than I promised Mr. Owen. Will let you know a little later what to expect. I hope that you will be considerate in the above matter for we are so busy that we are in real distress, and the most annoying feature is that it is simply the new stuff that is wanting. We have plenty of factory capacity, but can not get the men started. I cabled you a few days ago suggesting that you order the new slot machine instead of the old. My reason is that the new machine is so much better. As we understand it, we are to send the wooden base boards with all machines that require them, but are not to send horns.

Telephone 437.

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,

116 NORTH FRONT STREET,

Camden, New Jersey,

We will have your boards made darker on all machines sent to you.

Yours truly,

Dictated.

33077

R/G

October 23rd. 1900.

Eldridge R. Johnson Esq.,
Camden, N.J.

Dear Johnson,

We have just received a shipment of side-wind Motors and find some of the nickelled parts are frightfully rusted, in fact, so much so that we shall have to have them re-nickelled. All of the Arm Fittings, especially, and also some few of the castings, are in bad condition. I think perhaps you had better look into this matter yourself as it will cause us lots of trouble if we have to go over every shipment and do renickelling.

I find some of the small parts missing, such as pins and screws, and should like to have you put in say, one dozen extra of such parts, in each shipment, as it is impossible to get the size of wire and screws here.

I have started the new Matrix Plant and have had very good results, but have not had them revolving. I am looking for the Rubber Rings and as soon as received, will send you sample of our work.

EM-Dover

Johnson.

I expect you have heard of the Typewriter deal and if everything goes well I shall be home again in about six to seven weeks.

With kind regards to yourself and Mrs Johnson,

I remain,

Yours sincerely.

O/G

October 26th. 1900.

Eldridge R. Johnson Esq.,
Camden, N.J.

Dear Sir,

We have received two Invoices for Horns from Messrs Sharples & Watts and I had given orders as to the payment of them when in talking the matter over with Royal he told me it was understood that the goods were to be, as they were last year, delivered to you and that you would be responsible to Sharples & Watts for the Invoices. This is very kind on your part, as it has been in the past but Sharples & Watts certainly ought to have had time, within a year, to investigate our credit, and charge the goods to us direct. We should very much prefer that they should do so.

Will you kindly write me just exactly how the state of things is regarding this transaction, and will you also ask Sharples to enquire through their Bankers of ours, the London & Westminster Bank, Temple Bar branch, London, E.C. as regards our standing, so that they may establish a credit with us to their own satisfaction.

Lab
X
Also we have before us the question as to what is to be done concerning the Laboratory matter. As talked over between you and myself, when in America, it was generally understood that the whole month of June and much of July was devoted exclusively to the use of the Laboratory for manufacturing ~~plant~~ ~~for~~ Records and Matrices for the Berliner Company. Mr. Parvin held that whatever was right he knew I would do, and I am quite ready to say that whatever you consider to be right we are ready to do. If you will go into this matter and tell us what you think is a proper arrangement we shall be very glad to consider it and give you our approval of it.

In the schedule which was made for me the shipment of

ent - Down

Johnson

of Bevel-drive Motors was to be 1000 on the 10th. of November. We have received a shipment but we understood that we were to receive in all 700 of these bevel-drive machines before the shipment of Nov. 10th. Are we correct or not?

If we are correct that you either have, or will have shipped, at the time this letter is received, say, 700 Motors if you will cable us the following number, we shall understand that same has been done. - No. 28520.

We cabled you to-day that Sheip had disappointed us, and this very seriously. He promised faithfully he would send us 200 boxes of each style by the 1st. of October. We cabled him to know whether he had made shipment and he informed us by return, that he has shipped on the "St. Louis," which left on Wednesday, the first Invoice and that includes only 150 boxes of one kind, and a small shipment will follow in a week.

Now, we placed this order for 3000 Boxes distinctly on the understanding that he was to get them out rapidly and send them to us mostly before the 1st. of November. We can make no plans concerning the sale of any of these goods as we will not put out circulars or place them in the hands of Travellers or do anything until we have them on hand, and we are very much worried about the situation.

We received your cablegram indicating that a shipment ~~as~~ of the 11th. October had been made but this was received something like a week or 10 days after the date fixed, the 11th. October. We do not know, as yet, whether the goods were delayed for these 10 days before shipment or not, but if so, we hope the following shipments are not going to be postponed by as much as this delay.

We know you are busy and doing all you can to help us out but the strain on us here is equally as great, if no greater than it is upon your Factory, as it naturally happens the minute that the idea gets abroad that you have new goods coming it induces everybody to wait and see the new stuff.

Yours faithfully,

O/G

October 30th. 1900.

Eldridge R. Johnson Esq.,
Camden,
New Jersey.

Dear Sir,

It is a sorry tale these pages will unfold, and it is all about the Bevel Drive Machines.

I have had a machine completed from the 200 which were sent, on my desk for about a week and during this one day I have called Royal in to take the machine and put it in order no less than 4 times; and we have been, during the course of a week, making discovery after discovery, of its defects, any of which are serious and we want to go into them at length so that you may have the benefit of what we are finding out.

The first thing that happened to-day was that the machine failed utterly to start when the Brake was released, and when it was touched with the finger it would commence to move very slowly and finally got up to speed, and after proceeding half-way through the Record it once more went down.

Royal took the machine and investigated it and found out as follows:-

That the turntable rubbed on the shoulder of the nickel casting so that, as he found this was a general complaint, in every case he had to file off the turntable so that when it came down and rested on the pin it would not come into contact with the nickel plate. When this was put in order I put on a long Record, just one of our regular show records, and found it would not, under any circumstances, play it to the end, only about $\frac{3}{4}$ or $\frac{7}{8}$ of the way.

Royal made an investigation of this and it is his opinion that the spring is not long enough or strong enough to give the

EN 1-Down

Johnson

excess of power which the Governor might well be able to take care of, so as to carry one of our Records to the very end, and then have at least power enough to carry a $\frac{1}{4}$ of a tune further. The Record we were using is one of those you have in hand and is the Italian Record No 52464.

We then carefully went over 8 or 10 machines which we have had set up and placed round in different rooms, where Records are being tried constantly, and found, in every case, that the machines would not regulate properly and that there was a shade too little power at the last end of the Record. In fact, in most cases the machine would stop before the last end of the tune was reached.

Royal took each and all of these machines and very carefully went over them, and if he had the set of Reemers which he told you would be necessary and which he desired to have, he could have reamed out the necessary bearings so as to loosen up every where and avail himself of every particle of power that there was in the Spring; there is no doubt that some of these bearings are fitting too close and without an infinite amount of adjustment, for each of them take a long time to erect, in each machine there is going to be more or less power thrown away in each case. This, of course, you will find out for yourself and remedy, but we impress upon you the necessity for immediately sending us Reemers and every facility which Royal suggested when in the States, to do this work so that the machines which we are receiving will not be tied up. We will try and get along over the hard places with the portion of the first 1000 which we have received, but we expect you to find out all these faults so that when you commence the second thousand they will be remedied.

The third time I called Royal down, the machine, while it went fairly smoothly, was making a good deal of rattle. Royal turned the machine over and looked at it, and found that this was occasioned by the spread fork which you have in the new Governor device. When the Leathers came into contact with the Governor plate it caused a vibration sideways, of the small yoke, by throwing the punched centre piece with the leathers attached, sideways causing the friction pad to constantly hit the sleeve of the Governor.

This was making a little rattling noise. Royal carefully considered this in all of the Motors and he suggested that it would be impossible to keep this leather bearing portion of the Governor away from this sleeve unless all the motion was taken by pressing together the fork so that it could not move over and beat against the Governor sleeve.

Johnson.

The 4th. time I called Royal down the machine would not regulate and he found that the assembled Governor was placed in position so that the lower end of it was properly situated and the pinion meshed correctly in the large Fibre Wheel but the collar end of it, with the pivot pin on which it revolves, was put in hand so that there was not sufficient room between the collar end of the cast-iron piece holding the pivot pin, for it to run clear, and the only way he could fix it was to file off a portion of this casting so that the collar of the Governor would not rub upon it; This is a vital point, and as you will very readily perceive if you have discovered the trouble, easily remedied, by counterboring this sufficiently so that there will be no doubt that the Governor revolves on the pivot and that the collar will not interfere with anything else. This also allow the adjustment of the fibre to bevel well on the upright spindle, otherwise it would be impossible to get the two gear wheels meshed properly without the face plate of the Fibre Wheel coming into contact with the friction plate of the Governor.

We also find that we have not sufficient adjustment on the regulating lever and this we have to bend in order to get sufficient speed to run our Records.

It is fair to say that in a great majority of cases we can bring it up to speed but there is absolutely no leeway for safety.

Royal and I would predict that if this machine proves, on the whole, a better than the regular machine it will be because of the improvement in the general accuracy and perfection of the parts of the apparatus more than from this new arrangement of the Governor, and will not be due to this construction of Governor as now applied to it. We would further predict that by the time you have manufactured 5000 machines of this class that you will substitute for this present arrangement practically the type of the old Governor.

Further, in regard to the Brake; we would criticize it in two particulars - first, we think that the action of it is too sudden as it stops the machine in every case instantly, and really makes a back action, probably causing the Needle in some cases, to dig into the record. Secondly, We have been obliged in every case, to file on the back of the brake ~~some~~ small round place so that when you bring it back off the turntable the small round place will allow the pin to bury itself nearly its whole diameter in this brake stem. If this is not done the setting of the

Johnson

trigger is so delicate that it comes off of its own accord and stops the machine that you do not desire to have it stopped.

Also we are having a fairly large percentage of Brake springs destroyed or broken in the process of erection.

Again, We are tapping out the hole in which the Governor regulating button on the outside works. In most cases it screws up and down with such difficulty that we are afraid to let it go in that condition.

Furthermore, we would say that many of the small parts which we have received were very badly rusted, and especially the parts that make up the Arm fitting; it would seem that these could not have been coppered before they were nickelled; in fact, those that were badly rusted seem to be so from the fact that all the nickel was buffed off and the plain steel exposed to the atmosphere.

We would call attention to the fact in the boxes we are receiving from Hawthorne & Sheple the escutcheon plates are put on without any regularity and consequently when the machine is put in the box, in nearly every case, we have to take ~~the~~ escutcheon plate off and put it on properly. If you have delivered these plates to Sheple and he is doing this it is necessary to call his attention to the fact that they should be put on regularly, but Royal says it would be better to do it here as the machine should be in the box before the escutcheon is fitted.

With regard to your cablegram saying that no order was given for the arms for these boxes I am absolutely positive that when I talked the matter over with Mr. Douglas down at the Perliner Company's office, at the time when I asked him particularly if the medium arm for these machines was included, he told me "yes" and said he would see to it that these were properly ordered in every case. That was the only order that was ever given but it was left in Mr. Douglas's hands. I would say we are taking steps to have these 500 arms made but I am sure you will find that the matter was entirely straightened out with Sheple so that the arms would come properly. This order to Sheple I had looked after personally and I know that the proper arms were included for the machines as desired.

It is a matter of a great deal of annoyance to us because it will be very difficult to get the same colour and have the arms which we get made over here, match the machine boxes; it should be almost self-evident that machine boxes without wooden arms would be useless.

anson

In no case have we ever ordered Boxes from anyone without the arms.

Although we have something like 50 of these Bevel-drive machines on hand at the present time, all set up and ready for shipping and delivery, we are unwilling to make shipment yet as with an expensive article of this kind, if it goes out and anything becomes the matter with it, it would entirely ruin our chances to make a fine trade on a good article, so we are moving slowly.

This of course is very hard to do with the pressure on us, which is very great for this article, and we ask you to give it your personal attention as far as you possible can and see that these suggestions are carried out, so that when the goods come to us we may put them out without any fear.

Yours faithfully,

The Gramophone Company Ltd.

Managing Director.

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,

116 NORTH FRONT STREET,

Camden, New Jersey, Nov. 2, 1900.

The Gram-O-Phone Company,
London, England.

Gentlemen:--

We are sending you to-day by U. S. Express fifty metal arms for medium size horn. Referring to hand machine belts; we were unable to get the belt off on last shipment as the Firm who undertook to furnish the same was unable to do so. We were forced to send a man all over New York and Philadelphia to purchase small lots at retail prices in order to get the present lot to you. The method of joining the ends is not satisfactory, but is the best we can do at the present time, we feel sure it will work all right.

The girls we employed to stitch the ends failed to give us sufficient numbers, and we therefore send you a quantity of the belting so that you may, if necessary, have some one to do the joining. We will forward by express our shortage as soon as finished. You will notice several belts in the lot like enclosed sample that are joined with small tin clamp hooks. This we think is the proper way to make the connections, and we are having the tools made to punch the clamps as fast as possible. The belt is a very important matter and we have found it a very difficult matter also. We expected to use solid round rubber bands but could not get them in time. We then tried cementing the ends of round rubber belting, but it would not hold perfectly safe. We tried leather belting with spring

END-Dover

couplings, also spring belts, and belts made up of several strands of small braided rubber. We think that an endless rubber belt may be better than the braided belt, but at present the kind we send is the only thing to depend on. We are having some endless belts made but don't know when we can get them. For the present we will furnish belts like the enclosed sample.

Very truly yours,

E. R. Johnson
Middletown

Dictated.

Enclosures

O/G

November 13th. 1900.

Eldridge R. Johnson Esq.,
C a m d e n, New Jersey.

Dear Johnson,

We have received your cable in relation to Douglas Grand Patent and have investigated sufficiently to find that the Graphophone Patents anti-date, and in consequence, they are of very little value in England. In fact, I do not see anyway of making them of value.

We have sent you by cable to-day \$5375, \$375 of which I directed you to send by Cheque to my Father, Leander C. Owen of Vineyard Haven, and this I trust you will have done promptly.

I have not received word from you that the German Companies Cheque is to hand but if it is not it is very extraordinary. It was sent off by mail two weeks ago last Friday, and if you will note the date on which it was sent you will see that the plan I made for you was being carried out to the letter, with the exception that Mr. Birnbaum mailed this Draft instead of cabling it as he had not had sufficient time to arrange for cabling easily. He has written and informed me that such arrangements have been made and hereafter all remittances will be made by Cable as from London, as we think this is much more satisfactory.

I am visiting Berlin this week and will see that \$5000 more is sent you within a week from to-day and by cable. I will also bear in mind your need for prompt payments and shall arrange here to send you as fast as is fair \$5000 at a time, from time to time.

ENJ - Doven

Johnson

I would further say that I am cabling you to-day that the Bevel-Drive Motor goes badly and you must go slow. We have spent 3 weeks with Mr. Turner, Mr. Royal and an expert mechanic, on the 200 Machines which arrived at first, to get them to reproduce as well as the "old" machine and have failed utterly to accomplish this. Mr. Royal has spent no end of time and pains on this matter and yet without any success whatever, and it really was my purpose yesterday after going over the matter very carefully, to cable you to hold shipment of this class of goods but knowing that there was some time intervening between the next shipment of the balance I felt that you yourself would find the defects out by that time.

This machine absolutely will not run one of our longest Records and 5 turns of the machine afterwards, if the Needle is transferred to the beginning of the Record. It is right up to the limit of the Spring and it is not safe. Mr. Royal has found a Spring here of the same dimensions but $1\frac{1}{2}$ feet longer, and we have been experimenting on several machines with this Spring and as far as the safety of reproduction is concerned as regards length this answers the purpose, but the regulation is absolutely not as good as the old machine.

Every time that we test the machine and put a Record from the new machine (bevel-drive) to the old one it is pronouncedly in favour of the old one. It is of course very disappointing and the defects may be removed in course of manufacture but we are commencing to very seriously doubt the expediency of building the machines if they cannot be better than the old machine.

Now Johnson, the old machine does regulate and regulate perfectly; it is firm and brings out the tone quality very satisfactorily, whilst the new machine changes the quality of tone considerably and to its detriment. If you have had these machines in use the same as we have, over 6 or 8 places where they are using them all day you would have had a good chance of seeing how they go wrong. If they go wrong under our care and management, we fear to put them out, and although I am now in receipt of over 100 Cabinets for the better style, and a fair number of Sheep boxes I have yet been unwilling to ship one of these machines.

Now I am most anxious to do it, but you must give way to the fact that I do not dare to. If there was a fair chance of

JOHNSON.

their going right after leaving us I should not hesitate. but when they go wrong in the hands of our experienced operators they are pretty sure to go wrong in the hands of the Public, and it would injure our future chances.

I cannot tell you how seriously this is going to affect us if we cannot effect a complete cure.

I shall hope to receive your report on our criticisms by the end of another week, and we shall then know whether you have found the defects which we have pointed out, and if you have done anything to remove them.

As you know I am always ready to change my mind immediately I see a good reason for it but I now think that it is very doubtful whether this bevel-drive coming, as it does, upon the turntable direct or the shaft which carries it, will ever prove a better machine than our present model, or some slight modification thereof.

Yours faithfully,

The Gramophone Company Ltd.

Managing Director.

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey, Nov. 14th, 1900.

The Gram-O-Phone Company,
London, England.

Gentlemen:-

Your letter of October 27th received and you will find enclosed in this letter a copy of one which I have sent to Berlin, Respecting the side wind motor and also the slot machine. I believe the records which you sent us have arrived, we are expecting them to be delivered quite soon. I have gone over your complaints and criticisms of the side wind motor, and still I am not surprised that you have had some difficulty, I remember distinctly warning you that this was the first lot and that the machine had never been tested on the market. I did not, however, expect such a large number of complaints. You are undoubtedly wrong in your conclusion that the motor has not sufficient spring power. We have sold most of the two hundred which I kept out of the first thousand for use here, and they have given entire satisfaction. They have decidedly more life and pulling power than the old motor. They are everything that I expected them to be and every thing that I claim of them. We had however, at first a bit of trouble in teaching our men to assemble them properly. In one of your letters you make an objection to the brake stopping the machine too sudden, that is entirely a matter of adjustment, you can make the brake press on the turntable that it will not hold it or you can check it with a snap, it does not re-

EMI - Down

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

quire the change of any pins whatever, it is simply bending a little lever that contains the leather pad. You ^{say} ~~say~~ the more swing you give to the brake the more power the spring exerts on it? I believe there is, as you say a great many little discrepancies in the motor, but nothing that a skillful assembler can not overcome. I am sure of this as I have tried it myself and know what I am talking about. I strongly suspect that your trouble is due to the fact that you expect a gang of men trained especially into assembling the old style motor and who have no mechanical knowledge out side of that which has been ^{and} ~~impaired~~ to them for that specifif purpose, to put this machine together. They can do it, but you will have to train them the same as you trained them to put the other one together, and it is realy a much har der machine to assemble. The govenor is all right; I have tried frequently the experiment of placing the old style govenor on this machine and the results are not anything like as good. I will not ship you any more until I hear from you further. I believe your difficulty is further aggravated by the fact that you have taken Mr. Royal out of the assembling department, and probably have no one to take his place. I know you will say he keeps a general lookout on the things, but the one thing I can state is, that if we can put a machine together over here and get splendid work out of it, you ought to be able to do it over there. I also know that Royal was perfectly capable of making these machines work, if he has time to devote to it. I think you should have a man perfectly

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

#3

capable in each of your assembling all the time. If you desire I will try to select a man for you out of our place. We have a number of young fellows who are pretty good. They make about fifteen or sixteen dollars a week here. You would have to pay them at least twenty or twenty one dollars to make it worth their while to come, but I believe that as you are going to take Royal away from this work, and I can readily see that he will be vastly more useful in another department, yet you should have someone to take his place. I understand you and Mr. Royal are coming back to America very soon. Mr. Clark is over here but I have not seen him. I just got a letter from him however and I will see him before he sails. I am very much concerned about your trouble with the bevel drive, but I know the machine is all right. While there are a great many things that I intend placing on the machine in the future, I have found by experience in its present condition it is good enough and very largely the best machine that has ever been sold for the purpose. I am quite willing to go slow on your deliveries, and indeed if you should find it necessary I could handle all the machines that you have ordered. Please let me know right away how you are making out. Let me again state that the machine is all right and I will say that sooner or later you will agree with me.

Yours truly,

Dictated.

Eldridge R. Johnson

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, (New Jersey), Nov. 14th, 1900.

Deutsche Grammophon Actien Gesellschaft,
Berlin, Germany.

Gentlemen:--

I have before me your letter of October 26th, and will say that I hope you will feel at liberty to correspond with Mr. Pettit freely concerning all patent matters in which I am connected. Mr. Pettit is constantly employed on work of this character for me, and you need fear no hesitancy on writing to him. We have placed your order for two thousand hand machines, and will make them follow the deliveries to London. I mean that we will commence shipment to you as soon as we complete the London order. We have been having a great deal of complaint from Mr. Owen respecting our new side wind or bevel drive machine. I will say to you what I told Mr. Owen before any motors were sent, that this machine may give considerable trouble at first on account of the fact that the tools are new and the assemblers lack experience. I will say further, however, that this motor is all right, it is not only a good one, but the best motor ever made in our factory. We had considerable trouble ourselves at first, but the machine as we assembled them are giving perfect satisfaction, being very much better than the old style in every respect. We have sold about one hundred and fifty, a small number I admit, but as I stated above they are giving entire satisfaction. We have orders for many more than we can deliver. It brings the higher price with no complaint. I hope you will not make the mistake of becoming discouraged because the first lot give a

EMI-Dover

little trouble There may be some slight inaccuracy in the parts, but there is nothing that a skillful assembler can not overcome. As to the method you have adopted of paying, it is quite satisfactory, our usual terms are thirty days, but owing to the fact that you are likely to become a very good, and I might say special customer, I shall be pleased to extend to you such terms as you find best suits your convenience. I wish to apologize for the unusual anxiety I have shown lately to make collections, reasons have been unusual. As I told you before, I have lately started in the selling of Gram-O-Phones on quite a large scale, and I think this will make it clear to you that I had plenty of use for the money that I was asking for. If I make any further requests it will be from the reason mentioned above, and not because I am dis-satisfied with the arrangements. I note in one of Mr. Owen's letters that he states you were to send me Five Thousand Dollars (\$5000.00) on the 10th of this month. I trust you have done so because I have a very good place to put it. I note what you say about the slot machine. We are just sending to London a model of a new slot machine. Mr. Owen has stated that he will order five thousand of these machines immediately. I ask you as a special favor to withhold your order for five hundred machines until you have seen this sample machine. In my opinion it is very much better.. The machines can be got out almost as soon as the old style, and there are many reasons why it would be better for you to have them. However, if you insist on having the old style, we will find some way to get them out for you, although the matter will be one of very great difficulty, owing to the frightful mixup the designs are in. We sent a lot of machines to England, and they have sent parts to take the place of parts, and made alterations, until

in reality, I don't know what a slot machine is, and shall have to ask you to send us a model. We have changed the original, changed the alterations, and made alterations on the alterations, and after all of that have still sent parts to take the place of the altered alteration.

The slot machine is what we call a very bad dish of machine shop hash. I trust I have made myself clear on this point.

Yours truly,

Dictated.

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey, Nov. 14th, 1900.

Gram-O-Phone Company,
London, England.

Gentlemen::-

Your letter of October 31st received. We have notified Hawthorne & Sheble to mark on the bottom of all cases "Made in the United States" and we will also after this date mark on the bottom of all stuff that we send to you "Made in the United States". I do not remember the reason that this is necessary, but I remember clearly that you requested us to do it a good while ago, but had forgotten about it entirely, and there has been several shipments sent you with motor boards in that have not been marked. I trust it will not be any serious difficulty. I note that you desire electric motors on stitching machines, you do not state how many machines you desire fitted up in this way, but I have reasoned that you could not have wanted more than two of each style. There are a very small proportion of stitchers sold with electrical attachments, and I judge by your letters that you want them more for exhibition purposes than otherwise. I have ordered two #2--two #3--and one #4 to be fitted up in this manner, now if you desire more electrical attachments they can be sent to you and applied in Europe quite easily. There are I believe two holes to drill but it is necessary to use a new pulley very much larger in diameter. Please let me know about this immediately as it takes quite a little while to get electric motors, as they have to be made special. We are sending I believe, motors

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

of 110 volts, if you desire any other voltage please let us know about it as soon as possible. In one of your letters to Dr. Scheaffer you mentioned that you had cabled me previous to the writing of the letter, concerning the shipments of the stitchers, I never received a cable from you concerning this matter, so please consider that the first knowledge I had of the matter came through The New Jersey Wire Stitching Machine Company. I mention this because I don't want you to expect deliveries sooner than the time required to make shipments.

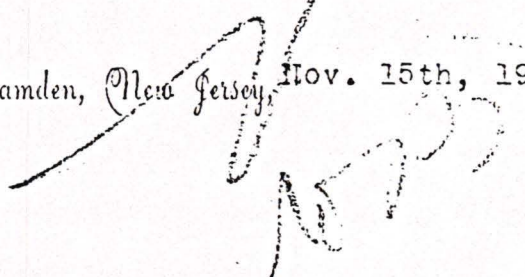
Yours respectfully,

Dictated.

Eldridge R. Johnson,

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey, Nov. 15th, 1900.



The Gram-O-Phone Company,
London, England.

Gentlemen::-

Your letter of November third received. I wrote you yesterday at length concerning this catalogue of the Chicago Talking Machine Company. There is little else that I can say to-day, excepting that I am keenly alive to the damage this unfortunate affair is causing. Yet I hope that it will not be so bad as you anticipate. I have not seen the catalogue in question, yet as I stated in my previous letter, the cuts in this catalogue were Berliner cuts. These cuts do not show the machines of the pattern that you are using, they are very similiar I grant, but still there is quite a difference, and that will give you something to talk about. Now I would suggest that you immediately challenge your dealers to do any such thing as they write to you and say they can do, this will stop them from rubbing it in on you, because I don't believe they can get a single machine in any part of Europe at present. I am sure that Babson will not ship any machines, nor will he help any one else to ship them, but as I stated in my previous letter, some fellow like Prescott is very apt to do it sooner or later.

I find since taking charge of the business myself, that there has been a great many foolish things done. I am making the best of the situation as I found it, and I believe with your co-operation, we will straighten things out, but it will probably take

EMI-Dover

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

#2

a little while to do it. I hope you will not allow yourself to become suspicious of Mr. Douglass. I find him so far, to be one of the most honorable, straightforward and energetic men that I have had the good fortune to become associated with in business. The work he has done for me is simply marvelous, and you will find I believe, from the present prospects, on your next visit to America, that the Consolidated Talking Machine Company is something to be proud of.

Now as to the bevel drive, I have been going over your complaints very carefully with Mr. Atkinson; he has your previous letter on his desk, and is making careful examinations of your complaints. It is of course annoying that such complaints come, but I appreciate the care and trouble that you have taken in getting up these letters, they show that you have gone over the matter very carefully. As to the governor, let me suggest that Mr. Royal pays particular attention to the point of making sure that the excentricated adjusting pivot for the top bearing of the governor, is swung to the proper side. This pivot, as will be readily seen, will make the adjustment of the two gear wheels properly as far as the mesh is concerned, no matter on which side it is swung, but you will also notice that if you swing it to the wrong side it will throw the governor out of line with the friction. The parts that go to make up this governor can be put together up side down, for instance, the

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

#3

adjusting lever that comes in contact with the end of the screw can be put in up side down, this makes the adjusting screw too short. The position of the governor in relation to the frame and fibre wheel can also be changed very materially; in its relation to the frame, and therefore to the adjusting screw by the arrangement of the fibre wheel and pinnion. It is very easy to place them improperly on the shaft. We have had some trouble of this kind ourselves and I feel very confident that you have made the same mistake that we did.

I shall now take your letter of November as per paragraph commencing with the first complaint. As to the bosses on the yoke castings and screws for holding the same to the plate, I feel quite sure that your trouble in this case, is for the reason that you have selected the wrong length of screw. You will notice that the screws are mostly the same diameter, but there are several lengths. It may be of course, that we have sent the wrong size of screw, but it seems improbable that the difficulty should be in the castings themselves, as each motor we are sending you has had a yoke screwed up in place with a test shaft which was hardened in them; they were all examined and were supposed to be correct. I think that it is very likely that the discrepancies you speak of, is either in the screws or shafting. We have found no such trouble with our work.

Second paragraph. As to small bevel wheels, we are quite sure that improper adjusting is causing all of this trouble, for instance, when the bevel gear are properly in mesh, you have to

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

#4

Camden, New Jersey,

move the steel gear up nearly three sixteenths of an inch before it will loosen its hold on the large gear. When the steel gear is properly set, and the brass gear pushed over in contact by the small adjusting screw in the castings which form a sort of a enthrust for the brass bevel wheel shaft. There is only about one sixteenth of an inch play for the turntable shaft ^{before} and the steel bevel wheel that the fibre wheel is attached to will ^{like} spring the brass on the top-plate. Now if this bevel wheel is slipped down to far on the turntable shaft, it might not be noticed, and the brass wheel could be adjusted in apparent mesh just the same, but the wheels would not be working on their true pitch line, and it would be quite easy as you say to slip them out of contact. This is probably what has been done in your case. As we have never found it necessary to use any washers, but in some instances we have found it necessary to face the top plate castings off, as we like to have about one sixteenth of an inch play.

Third paragraph. We can not explain your trouble, excepting that our assemblers have been careless. We have had no difficulty of this kind whatever. We have a very fine fixture for truing these wheels and they certainly have all been run through it. I think I showed it to Mr. Owen while he was here. They were three steel/Knerling wheels all brought in contact at the same time by a very clever arrangement of levers which trues the fibre wheels up absolutely in play after it has been finished, of course if a man

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,

116 NORTH FRONT STREET,

#5

Camden, New Jersey,

neglects to tighten the screws after putting the wheel through this process, it will have to be done over again.

Fourth paragraph. We have not had that trouble ourselves, but can readily see how it might happen; it is not serious, however, and we will take particular pains with the turntables. After this Mr. Atkinson is going to make a special point of that.

Fifth paragraph. As to the spring power I can only say this, if your turntable^{pinion} lies in an improper adjustment of the bevel wheels, as I feel almost sure that it does, that will account for the loss of spring power. We have just found that the bevel wheels as we are now making them are rather hard to adjust to their proper pitch line. You can readily see that in the case of bevel wheels it is not merely bringing the teeth into contact as in a spur wheel, but the pitch lines must set in their proper angle in relation to their distances to the center of the shaft and bevel wheel when improperly set to the pitch line absorbs the power very much indeed. I am quite certain that there is something wrong because the bevel drive motors that we are sending out, have very much more power than our old standard top wind motors. For instance, there are many of my new records which are so loud that none of the old style machines will re-produce them perfectly, yet the new style machine re-produces all of them. Now your records, or at least what I have seen of them are very much easier to re-produce, that is I mean they are

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

#6

easier on the motor. I do not know anything about that record you speak of, but I am sure that our motors now would play them all the way through once, and from one half to three quarters the second time. Another peculiar thing about the motor is that the spring power is used so economically that when the motor starts to stop, it comes to a dead stand still ^{after} ~~for~~ four or five revolutions. You are certainly wrong in assuming that the motor has not sufficient power. We are making some experiments with zinc records, and this new style motor is the only one that will pull a zinc record. I will however, shortly make some experiments in increasing the spring power, but I feel certain that the spring is strong enough.

I trust that by the time this letter reaches you, you will have discovered the cause of your difficulty, for while I think it would be remarkable if you didn't have some trouble with the first lot, still I am positive that the motor is all right. I have just been going over our orders and I find that the new style is very popular. There are three or four firms which have sold one half dozen or so and have ordered more. The motors stand shipment splendidly.

Please let me know by return mail when you want the balance of your order delivered for this style. I hope you will give due consideration to my suggestions in the previous letter respecting the matter of our sending a man trained in our place. We have

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

27

Camden, New Jersey,

a regular machinist to do the final adjusting on this motor. We find it pays us, rather than to use a handy man. Next week I will go over the recording Laboratory account and straighten the matter out fairly. I received your cable suggesting that the B. G. Co., sell you one hundred thousand records, but they are unable to do this at present, and I doubt if they will be in a position to do any business whatever, until next spring. There are about nineteen thousand records however, at the Duranoid Company's place which are marked with the Berliner's stamps. I don't care to use these records at the present time as they have patent marks on them, and besides that, I am enjoined from using anything that has been the property of the B. G. Co., as a matter of fact, these records never were the property of the B. G. Co., but I don't care to run any risks.

I have given the Duranoid Company instructions how to act, and they will communicate with you. The records in question are not my property.

Yours respectfully,

Dictated.

Eldridge R. Johnson

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey, Nov. 17th, 1900.

The Gram-O-Phone Company,
London, England.

Gentlemen:-

In regard to the slot machine attachment shipped you to-day per Steamer Waesland, with other goods, I have the following to say.

This form of trap will prevent wire or coin being pushed through, therefore only coin or metal blanks can pass trap and trip machine.

Coin leaves trap and lodges on two (2) springs; push bar is now moved and the coin by resistance of springs throws out pawl (in push bar) which passing on downward, project through slot and engages with another pawl on end of lever connected with brake rod, and moving this throws brake rod from turntable, and at some time is hooked in position (or held so by operator, if he tries to "queer" machine) until the very last of the run of the machine when as you know will see the cam pin on wheel is so arranged as to draw second pawl down and out of reach of pawl in push bar, leaving it (last named pawl) free to be forced back to its seat in push bar by a spring and out of reach of pawl and lever, until again thrown out by action of a coin or blank. You will see that the connection can not be made between the two parts in any manner, other than the one just mentioned. Also the machine being started only at the very last part of stroke makes it impossible for coin to be retain-

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

ed--the coin being lost at the very time machine commences to move.

This makes it impossible for anything but a fair full stroke of push bar to get results.

Any stroke, quick or slow, will start machine. A coin or blank can only be used once because of the springs it first passed closing. Should the bar be held down before coin is deposited, you will notice it will return to its proper position (without jamming).

A smaller coin will pass through machine without affecting tripping mechanism.

The driving worm is simple and easily applied to any machine by use of screw driver only.

By reason of the features mentioned we claim it non-queerable, easily put on and not liable to be deranged.

When manufacturing, will make pawl in push bar thicker and lower end of push bar enough longer to cover slot.

Let us have your criticisms.

Yours truly,

Dictated.

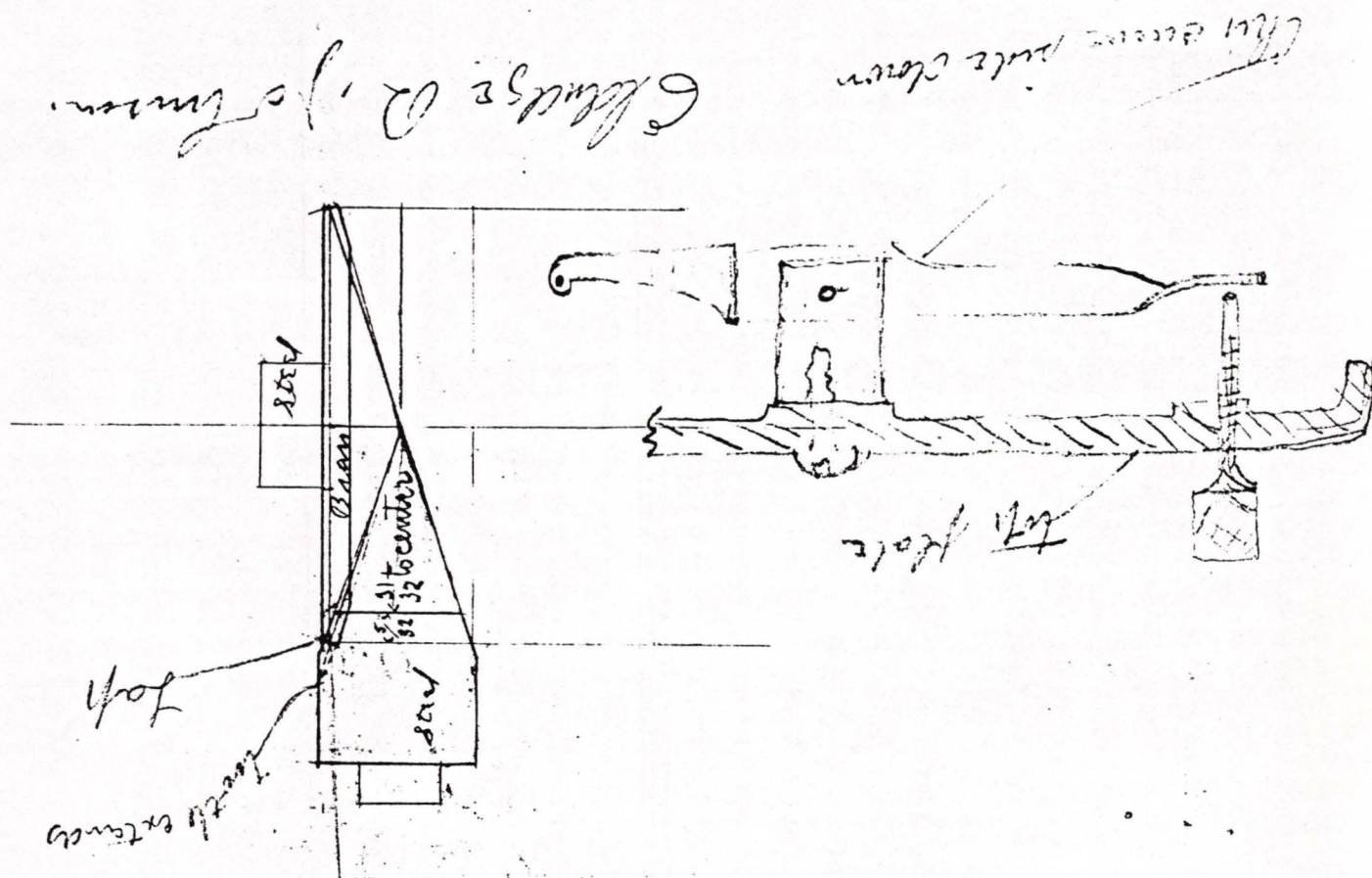
E. R. Johnson
Middleton

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,

108 NORTH FRONT STREET,

Telephone 437.

Camden, New Jersey,



R/G

November 17th. 1900.

Mr. Middleton,
Eldridge R. Johnson Esq.,
Camden, N.J

Dear Mr. Middleton,

I am writing you instead of Johnson and the rest of that push; I am anxiously awaiting the small Parts which we ordered a long time ago and not place another order, and hope that you can find time to see personally to this yourself.

I have had some trouble with the Side-wind Motors and in fact, am having trouble still; one of the great difficulties is the Spring will not allow the playing of some of the longest Records we are making, and this is a very serious matter because everything has to be put so loose, in order to make it go at all, and then if in shipping they get a knock or anything goes wrong why it is apt to put a certain amount of friction on the working parts and consequently, the Spring will not pull the long Records all the way through.

I wish you would see that there is a quantity of small

eml - Dwen

Johnson

Parts sent by express, of things likely to break or get out of order with all of the new styles of machines you are sending us, such as Governor Springs for the Bevel Motor, also a quantity of different sized screws and one or two extra castings and such things; of course use your own judgment as to what you think we are likely to need in repairing these machines.

I enclose a list of Parts for the "old" style of Motor which we want, and I should like you to order 500 of the Indicators which Owen ordered from the Veda Cyclometer Company, when he was over, for our ordinary Slot Machines as I am running short of these.

If nothing happens I expect to be Home for Christmas and hope we can get a few days' gunning before the season is over.

With kindest regards to Mrs Middleton and yourself, I remain,

Yours sincerely,

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,

116 NORTH FRONT STREET,

R. E.
T. D. A.

Camden, New Jersey, Nov. 20th, 1900.

The Gram-O-Phone Company,
London, England.

Gentlemen:-

If you will read this letter and think over it, it will serve as a guide in forming some plan whereby to form some more practicle method of ordering goods in the future.

If you will refer to the schedule of shipments which we made out during your last visit to the factory, you will find that we undertook to send you 12,500 Gram-O-Phones of several types during the months of October and November. This you see is at the rate of 75,000 Gram-O-Phones per year. I want to tell you my troubles a little, for I think you will have more patience with some of our short-comings after hearing them. At the end of this week we will have sent to you, about 10,000 Gram-O-Phones on present order, or ^{2,500} 25,000 short which we will have the balance of the month to make up. We are likely to be a 1,000 short at the beginning of December. This shortage is, however, accounted for to some extent by the holding back of bevel drives. We are behind on the Owen Open Motor for the reason that several of the new tools, for making the same, did not come up to our expectation as to capacity, and further, that after the trouble you have been having with the bevel drive, we are inclined to be very careful about sending anything new without the most thorough test. Last week we had 1,500

ENI - Down

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

#2

Open Motors ready to pack save one small part, but I told Mr. Atkinson not to ship until we were able to assemble at least 25 complete machines from our regular stock without any trouble or altering. He told me that to do this, meant to miss the shipment, but I said, better miss as Owen wants the machines to sell and not to look at. This is the reason we did not get the shipment off as per cable.

We were also forced to send less hand machines than as per cable. There is another little tale of woe, the jig for drilling the frame got caught by drill, swung, and knocked one end off of it. It only took three days to re-new it, but three days were enough. Your last order was the most difficult we ever tried to handle. It was the largest order we ever received, but we could have handled it all right if it had been regular stuff, but you must remember it embraced four new styles with which we had no experience. The patterns being not even finished when orders were received. Added to this was an expected rate of delivery far in excess of any thing we had ever attempted even with the regular stock. Further more, these two months deliveries followed the two previous months in which we did not deliver a single machine, having no orders.

It is not so much my business to complain of large orders as it is to get them, but as I said at the start of this letter, can't we arrange to spread the deliveries out a little more?

Your entire order will be completed, ready to be packed by the twenty forth day of December, and if we receive additional

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

#3

orders this week, we could hardly get the material in time to make a new order follow the one we are now working on. If you can see your way clear when you receive this letter, I wish you would send us some more orders right away. If you don't want any delay, you had better cable.

I hope you will read this letter carefully and give it due consideration, for as a fact this has been a hard season on me. We have done more work than ever before, but have not made a single penny profit. For this reason, that so far on account of the four new styles the price we can charge will not equal the cost of manufacture and the tools.

On account of extraordinary haste, we had to increase our capacity by buying several new machine tools. These investments may be good, I hope they are, but don't forget that it is to future orders that I look for profit.

This letter may amuse you, it may annoy you, or it may disgust you, it all depends on the way you look at it. The only excuse I can offer for sending it, is a true statement of facts, and I wanted you to understand them. There is no demand for 75,000 Gram-O-Phones per year as far as I can see, and to run at that rate for three months, means to run at a loss for the other nine. Please let me hear from you concerning the above. We must all help each other don't you know.

Yours respectfully,

Dictated.

Eldridge R. Johnson

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

E. R. Johnson
Camden, (New Jersey, Nov. 20th, 1900.

The Gram-O-Phone Company,
London, England.

Gentlemen:;-

We sent you by United States Express a model slot machine, this machine will probably be sent by the Steamer New York. We have built this slot attachment several times to avoid the weak points that developed, and as far as I can see now, it meets the requirements in every respect, but you had better make a thorough test. We have a model here that is a fac-simile of the one we are sending you, so if the machine is satisfactory it will not be necessary to return the sample. The drawings and parts for the jig are being made, but will not start the tool-makers until I hear from you, as it is necessary to know that there are no alterations before the tools are started. Douglass says he can use a great many here, his understanding was, that you will allow us to use it for a royalty of twenty five cents each, if this is correct please let me know. I will make you a report every three months, and send you a check for the amount we have used.

It will probably take us ~~six~~ ^{six} to eight weeks to make the tools and get the first lot ready to assemble. I hear from various sources that some of you expect to return to this side about Christmas time. If this is a fact, and there are any serious alterations, I would advise you to delay it until then.

I had a cable from you recently requesting me to hurry medium size horns, and to send you some jumbo outfits. You have no

E. R. Johnson

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

#2

doubt received a medium size ^{fittings} horn ~~fits~~ before this, as we sent you one hundred by express sometime ago, and Mr. Atkinson is going to send you some more very soon in the regular shipments. We have none of the jumbo outfits in stock, but are making up lot of five hundred for use on this side. We can spare you any number up to half of this lot, but it will be about two weeks before they are finished, and I did not cable as it would not have been any benefit.

Please let me know by return mail the size horn you are going to use with this outfit, and send a drawing of it, as the angle is an important matter in finishing up some of the parts. I would strongly advise that you use the same horn that we have adopted so that our regular stock parts will fit. We have made careful tests of the horn and tripod and find that those we have adopted, will give the best general results at the lowest price, and they look very well indeed. We enclose sketch of the horn we have adopted. Hawthorne & Sheble make them for us, but I think it would be much better for you to have them made on your side as they don't stand shipment very well, unless the packing is very elaboratively and expensively done.

Yours respectfully,

Dictated.

Eldridge R. Johnson

P. S. I have just learned that Mr. Middleton through a mistake informed you that this slot machine was shipped you by the Steamer Waesland, the Steamer as named above is correct? We have a shipment of regular goods on the Waesland, and have just learned that she put

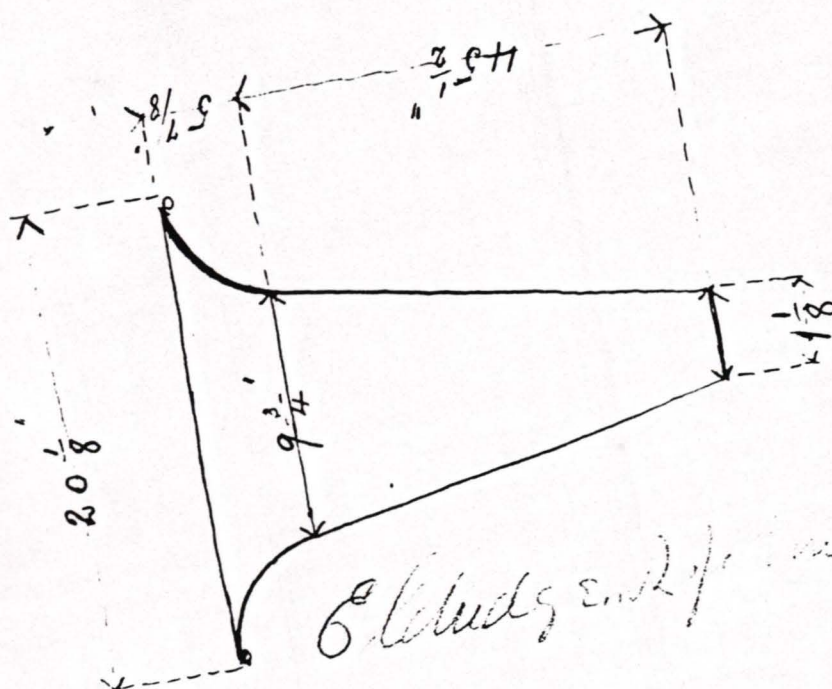
ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey,

#3

back into port, having had a collision on her first day out. She will sail again on Thursday. This shipment contained parts that were left through the premature sailing of the Steamer that sailed on the previous week, and I fear it is going to give you some inconvenience. I hope you will watch our letters particularly close, as we have been forced to send the stuff by several routes, making a splendid opportunity for mix ups. We have, however, kept very careful track of every case and have sent you all possible information.

Please let me hear how you are coming out with the hand machines. We have had three hundred ~~so far~~ all told for our trade. We could sell three thousand easily if we had them. The machine is undoubtedly a great success here. We have tried to hold it back and push the other styles, but the people come after them. Our mail is simply full of complaints about not receiving orders. We get an order for fifty and we send the man three. We are over one thousand machines behind our orders all told on this side. Can not fill them because we are behind in your orders. If you knew how badly I need the money for these machines, I think you would appreciate what I am doing. If it is not what you expected, and what I undertook to do, all I can say is that I am doing my best.



ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey Nov. 27th, 1900.

The Gram-O-Phone Company,
London, England.

Gentlemen:-

The Hand Machine is costing more money than I estimated. Therefore decided not to ship you any more until you receive the bill. The lowest possible price that I can put these machines in your place is for One Dollar and Forty Cents each, this is due to the fact that several of the cheap parts that I hoped to use, were not satisfactory, and I had to use solid brass belt wheels, the regular fibre wheel for the governor, and the regular governor with the fine steel pinnion on it. The material in the motor before we touch it, including nickle plating parts, base board, rubber, tacks, felts and special screws costs us over sixty cents, the base board alone costing thirteen cents. Now you can figure for yourself just what we are up against, we have got to build the machine, pack it, and ship it to England, and make a profit, all out of eighty cents. This cost is not guess work, but was taken on a general average of Four Thousand machines. I have decided not to ship you any more until I hear from you, as I don't believe the delay will inconvenience you any, as anything that we ship you after this date will not reach you until after the Holidays. The cost of this machine leaves me in a pretty bad hole on this side as we add a cheap sound box to it, and retail it at Three Dollars. If I would have known the cost would amount to as much as it does, I should have raised the price, but I

EMI-Doc

can't do it now, so I have decided on the following course. I will take all the orders I can get, and deliver the machines even though I don't make anything on them, but our experience so far has been that the machine is a great record seller, for instance one firm last month ordered twelve of these machines, we shipped them, and find that they eventually ordered some of the other styles; we altogether sold him more than seven hundred records. They would not have handled anything if we would not have had the Toy, so as I stated above, even though I am not making any money on it, it is a great thing and I am going to stick to it.

I have a new model which I am perfecting that can be made in the price I first expected, which was as you will remember, about One Dollar, I will send you a model as soon as I can. I should advise you to go right ahead and do as I am doing. If you want me to go ahead you had better cable.

I think we have shipped you thirty five hundred Hand Machines. I have an order for two thousand to go to Germany. The material is in the shop. I don't know what to do about it, I am very anxious to hear from you. I wish to call your attention to the fact that even at this price I have lost money on the Hand Machine so far, owing to the cost of the tools. I hope you will continue to patronize this style until I get my money back at least. We have estimated the cost of the Owen Open Motor and have decided that we can bill it to you at two dollars and forty cents. If you will take the trouble to go through the motor, you will find that there are really little difference between it and the regular motor. The cost is reduced chiefly by what is left off, and the saving in the nickel plating. You will also bear in mind that we have the

base board to furnish which we don't in the regular meter. This base board with the rubber, tacks, and finishing costs us sixteen cents. We also have the base board and every thing to box and ship. This price is not taken from our cost sheets, and this particular lot of motors has cost more than we could safely charge you for them, on account of being the first lot. The tools are also to be taken into consideration. I have written you in another letter why I have desided to hold manufacturings. If after the order is finished I find that I can bill it to you any cheaper, I will be very glad to do so.

I think you should buy the boards directly from Sheip. It is pretty hard on me to furnish them as I don't make anything out of them, and ~~as I have paid~~ Sheip for them, I have to carry the account at no profit whatever. Sheip makes the profit and he is the one that should bill them to you.

The Scheme Machine we have fixed at Two Dollars and Sixty Cents. This price is correct as it is taken from our cost sheets. ~~On the~~ regular motor, ~~and~~ we save nothing on the plating, on account of the increased surface, ~~we~~ must ^{also} add the cost of the board and the metal casing. The motors that come to you ~~we~~ ^{is} practically complete, and you will find it a very satisfactory one in deed. It is selling very well here.

We have desided to charge you three fifty for the side wind motors, I don't know what the cost is, but I know it is a good bit more than that. I trust you are getting out of your difficulties with it at any rate I know you will. The bills we are just sending you amount to something over Twenty Five Thousand Dollars. Some of the goods are still in transit, but most of them have certai

ly reached you. As I told you in all of my previous letters I am suffering for money more than I ever did in my business experience, I will allow you any reasonable cash discount should you choose to take advantage of it, but I don't think you should as I certainly carried your accounts longer than any body that you ever done business with before. What I want is the money right away. I hope you will see your way to accomodate me, at any rate please let me know ~~from xxxxx~~ when you receive this what you intend to do.

I have got a very heavy load to carry and I shall appreciate very much indeed anything you do to assist me.

Yours respectfully,

Dictated.

Oludg & D. Johnson.

O/G

November 27th. 1900.

Eldridge R. Johnson Esq.,
Camden, N.J.

Dear Johnson,

Mr. Williams, Mr. Storey and the Writer, the Directors of the Gramophone Company in London, and the majority of the board of the German Company, have just returned from a 10 days' visit to Hanover, Berlin and Paris. We went over to look at the general conditions of the German Company and to consider the Balance Sheet for the end of the year; we can but say we were agreeably surprised at the large Sheet of this Company. They have done a very great work and their business is increasing phenomenally. For the month of October the Sales of the German Company alone were Marks 200,000 which, reduced to Dollars is a little over \$52,000.

The general condition of trade throughout Austria, Italy and France is an improvement over last year, and London itself is exceeding its last year's record, and we are fain to believe that with the new work that we are putting into it and the amount of energy displayed, together with the attractive line of goods which we are offering, throughout the Continent and the British Isles our Trade will very nearly double during the 6 months from the 1st. of January to the 1st. of July in the ensuing year. Everything certainly looks favourably to that end.

On my return to the Office I found of course, a large numbers of letters which had accumulated from you in my absence, and I take them in hand now to answer them as carefully as possible.

EMI-Dover

Johnson

SLOT MOTORS. We note what you say concerning the Slot motor and if the model which you have been making is right and it can be manufactured promptly after approval there is no doubt that we shall be able to get along all right although I am inclined to think that Mr. Birnbaum would consider it good business to continue the "old" style of Motor as well as the new style. He has a very fine trade with this motor at the present time, selling not less than 350 to 400 per month; he has little or no trouble with them and I think he feels that if we should have the new style upon the lines of the present old motor that it would be a wise thing, and have the "new" motor as an additional line rather than to give up the old style.

I am writing him, however, as to this and of course until he confers with you we will understand that you are not manufacturing any of the old style of Slot Motors. As for our trade here in England I am quite willing to abandon the "old" style and take up the new as our stock, which we have on hand, is practically nothing and will certainly not more than last us until the new motors can be delivered.

I am very anxious to receive the new sample. We will mount it and make all of our observations very quickly and give you definite instructions.

BEVEL DRIVE MOTORS. We have gone over all your letters carefully in relation to this motor and first we wish to say that you have decidedly misinterpreted the cablegram and our letter. You indicate that we have given orders to stop the shipment of these Motors; this we had no intention of doing and upon careful perusal of our correspondence and cablegram we feel that you are entirely unwarranted in drawing this conclusion. We need these new Styles, as we tried to impress upon you when in America and we need them badly.

What we meant by our cable was that you should give most thorough and careful supervision to the constructions of this motor. We sent you letters of complaint and we are sure that you will find every item contained in those letters to be correct. We take the liberty, and we always shall, of notifying you immediately upon receipt, of every old or new style of goods that we consider are not coming in as they should, and when difficulties are made for us in assembling that could be avoided in the process of manufacture.

Johnson

All of the complaints which we made concerning the motor are certainly existing. I have been over the matter carefully with Mr. Royal and he and I have spent no end of time since the arrival of the first 200 machines, in making plans to change here things which were necessary to be changed in order to get these motors to run as well as possible, and I say again, that up to the present time we have not got them running as smoothly as we think they ought to run, and we say further, that there is nothing that anybody can do to make them run smoothly that we have not tried and are not doing.

We notice with the second 200 received certain of the faults which were existing have been corrected, and this we anticipated would be done. It is not a surprise to us that in the manufacturing of these new Motors, under pressure, that there should be faults, but we think, both for your interests and ours, that it is our business to point out to you any and all troubles, and what we consider to be defects so that they may be remedied.

We do not want the Motors stopped, provided that we are getting them better and better all the time; what we wished was a large number according to our orders, and prompt shipments, and if the points which we have brought to your attention, after your careful examination, can be entirely overcome and the machines are satisfactory, the quicker you can get to us the balance of the order the better we shall like it.

Mr. Royal has been over Motor after Motor and we have gotten the machines so that they are absolutely free, and that with practically no power at all the Turntable would be started, and have given it every advantage it can possible have, by yet, we say to you again-with one of our long Records on this machine the spring will pull it through once, but if the needle is transferred to the beginning again it will not pull more than about six turns of the table before it stops. We agree with you the machine pulls the Record through almost up to the time that it will instantly stop but we possible did not make ourselves clear when we said the Spring Power was not sufficient. We intended to convey that it was not sufficient in length so that there was any margin of safety. In other words, we got a Spring which $1\frac{1}{2}$ feet longer and put into several of the machine and it seemed to us it was wise that this should be done.

We are just commencing, at the present time, to put these goods out and we are going to cable you at the same time as sending

Johnson

this letter, that it was not our intention to have the shipments stopped of the Bevel Drive Motors but that we want our order filled if the goods are coming all right.

Now a word about Shipments. It is fruitless for me to go into detail and give you evidences of the trouble we have had with shipments up to the present time; for instance, it was only yesterday that we received Cases 46 and 47 which contained the outfit for the Laboratory, and also contained the only large pulleys for the "Hand" machines which we have had notice of as yet as having been sent, and of these there were less than 200 for 600 machines.

The real point about it is this - there have been scarcely any of the machines which have been received by us as yet which we could send out on account of some Parts being missing.

Now, in about three years experience which we have had together we do not believe that people working at a distance of 3000 miles, receiving so many goods as we have received, ever found so little fault as we have done. We are not Kickers, in any sense of the word, ~~and~~ we expect troubles of the kind which have occurred with shipments, and we do not kick seriously because we know that you have done a very great deal to supply us with the goods and have done as much as you could to have things go right, and when we call attention to these things we do it for the sole purpose that you may have it brought to your own personal attention and use such measures as you possible can to have them go smoothly.

In the morning after the completion of this letter I am going to call Royal in and shall dictate a further letter giving you an account of some of the defects which we are finding and the difficulties that we are having in the setting up of the various machines. We say here again, that these difficulties we are surmounting but it is causing us in most cases a considerable waste of time and consequently doubling the cost of assembling, on account of little things which, when your attention is called to them, or had you discovered them before sending the goods might easily have been remedied in the Factory.

Of one thing I am sure and that is no mechanical skill that is necessary to overcome difficulties is lacking in our organization here, and when the new goods come to us in the shape that they can be readily assembled you will hear nothing from us at all.

As yet, we have been unable to ship for Germany, France, Italy, Australia or Holland, any of our new goods, but we expect that

Johnson

the next 6 or 7 days will make a wonderful change as shipments are coming along very rapidly. The storms on the ocean have worked disastrously towards the accumulation of the parts of the new machines in our hands and I do not think that during the whole of the last three years have we ever been bothered one-half as much as we have been this month with late shipments. Some of the shipments which we are receiving now have been 5 weeks since they left Philadelphia.

MONEY... In answer to your remarks in relation to this matter we have to say as follows:-

As I said in a previous letter as near as anything can possible be done we carried out exactly what we told you we would when leaving you about the 6th. of October. \$10,000 was forwarded at once; \$10,000 more were forwarded you in as short a time after my arrival as I indicated, by Mr. Birnbaum (unfortunately, however, by mail and not by cable, but this was something which though we are very sorry for it we could not have foreseen) and later \$5000 were sent by ourselves: in all \$25,000.

The amount of our bills up to the time of leaving you on the 6th. of October was about \$30,000. Mr. Birnbaum is sending you by cable at once, \$5000 and this is practically a settlement of the \$30,000, from all accounts that were due you on the 6th. of Oct.

In relation to further shipments we did not understand your cablegram as meaning that you desired that we should pay for these goods in advance. Having had several years' experience with you we did not look upon it, or understand for a minute, that this was what you were wishing, and feeling and knowing that we were doing everything exactly as we told you we could not understand your communications.

From this time we shall endeavour to send us money as rapidly as the machines received here warrant. We understand from your letter that this is all you require, and we think that your remarks in relation to our not giving you the assistance which you anticipated, are unfair.

EXPORTATION. Mr. Williams and I have read, and re-read your letters in relation to this matter and we frankly say, in the start, we do not understand you.

DURANOID RECORDS. We do not think that the number of Records which the Duranoid people have on hand is sufficient to warrant us in getting out a catalogue and making a stir about American Records. The Writer understood that the Ferliner people had something like 150,000 Records in hand which have been prepared and if under any circumstances they had a right to sell to us in England we thought that it would be a very advantageous opportunity for them to cash their stock, which might be on hand for several months. As the matter is merely a small one, some 30,000 Records we do not think it would be worth while to consider it at the present time.

We have been hoping to receive some samples of your recent work but as yet have received none. We shall be very glad to receive a sample set from the whole of your catalogue.

The prospects of our business for the ensuing year, from January to January certainly indicate that the business extended to you will amount to at least 50 per cent more than any one year heretofore.

I further notice that you indicate in your letter that it is possible that Mr. Owen, and Mr. Royal will be over in the States pretty shortly. I would say there is no probability at all of my coming to the States for many months; at least, I am hoping that this is so, and as far as any arrangements which we are making nothing is in sight at present that will call me there.

ELDRIDGE R. JOHNSON,
MANUFACTURING MACHINIST,
116 NORTH FRONT STREET,

Camden, New Jersey, Nov. 27th, 1900.

The Gram-O-Phone Company,
London, England.

Gentlemen:-

We have been going over the bevel drive machine trying to discover the cause of your difficulty. We have made a series of very careful tests, not with a model machine, but with machines taken right out of stock which we made up out of the same parts taken from the same lot from which we shipped you eight hundred. The result of our test was to show that the motor will govern for between 245 and 265 revolutions, and that it will govern much better than the regular motor, and that it has more pulling power. The machine is selling very well here indeed. We have had considerable difficulty in the assembling, but nothing more than might be expected in a new style machine.

EXHIBIT
A

Our trouble has been that the parts run slightly irregular, due to the fact that the tools are not as perfect as they will be after we have made four or five thousand. There is one change that we have made since shipping the machines to you, and that I will endeavor to explain in the sketch marked exhibit "A". It is simply that the large brass wheel, ^{bolted} to ~~change~~ the spring cage, is ~~bolted or~~ recessed out on one side to reduce the weight. At first we assembled the machines with this recess on the inside, and I think that all machines were shipped to you in that condition, but we found in one case only, that through some roughness in the cast-

EMI - Down

ing , the spring would catch, so we desided to reverse the gear and put the finished side in. I should ~~have~~ recommended you to do this *also* already: I *don't* consider it absolutely necessary. I can think of nothing else, and really don't know what to do if the machines continue to work as badly as your letters state. I don't see that they will be of any use to you. I am anxious to hear how you are making out. Of course, as I stated in a previous letter, if you find that you can not use these machines, the only thing to do is to send them back, but I am sure you will loose a very good thing by doing so. We are going right ahead making, but not near as rapidly as we were before we got your cable requesting us to go slow. Our demands for them on this side are rapidly increasing. I hope you will rest assured that I will treat you perfectly fair in this matter, and I believe you will do the same by me. I am greatly disappointed at the delay and hold up, but in reality I can't see that it is any thing more than what might have been expected. Our success with the old style machine was due to our experience in making it. It is impossible to get a set of tools for turning out parts to work satisfactory unless the whole machine is assembled, and the little things get out of it. It is also very difficult for a gang of men that are not familiar with the machine, or even a very expert mechanic such as Mr. Royal is, to take hold of a lot of bran new parts with which he has had no previous experience, and get them together properly, especially when the parts are the first lot from a new set of tools.

For fear that we would get in the same kind of a scrape with the Owen motor, we have desided not to send you any more until the first thousand are received. We assembled quite a number of

these machines and while we found them to be somewhat more difficult than the regular motor, they went together all right. I tested several of the motors myself and the result seemed to be very satisfactory. We are making the parts up, but are going slowly until we hear from you.

The idea of getting a very large number of unsatisfactory machines in England is something that frightens me into going very carefully. I can't see that holding the parts back at this date will be any serious draw-back, as they could not reach you in time for this year's business. We are ready to spring right at it again full force as soon as we hear that they are all right, which I think they are. We could have made the shipment fifteen hundred, but I thought one thousand was enough. I am using my best judgment about these matters, and I hope you will not complain if they don't meet with your views entirely.

I have your letter of November 13th before me, and I think you are perfectly right in not allowing any of the machines to go out until you have confidence in them.

I am expecting Clark here to-morrow, and I shall give him a good dose of bevel drive. Don't get discouraged, because it will come out all right I am positive. I note what you say about money. The German check for Ten Thousand Dollars arrived several days ago. I think I wrote and told you in one of my previous letters, I also received Five Thousand Dollars from you about the same date. There is still Eight or Nine Thousand Dollars due me between yourself and Germany. The only thing I have got to say about it is, if I owed you anything and I knew that you needed it one half as bad as I need this money, it would be one of the greatest pleasures of my

life, to send it to you, and it would not make any difference to me whether it was due or not, in this particular case, it is considerable over due.

According to the latest development to the Laboratory arrangement, we have probably charged you with Four or Five Hundred Dollars more than we should, I will fix that, however, as soon as I get time to go over the account. You say on November 13th that you will cable me Five Thousand Dollars within a week, and that you will urge Germany to pay their account, but I have not received anything as yet, further than that mentioned above. It is extremely annoying to me, and must be to you, and I hope that you will believe that it is only because I am so frightfully pressed for money that I write to you in any such vain.

I am going to try and get you the bills for the stuff we have been sending you on the last order, off on this same mail. We have not sent them before because there was so much new stuff that we were unable to get prices on it.

Yours respectfully,

Dictated.

Philippe R. Johnson.



O/G

December 22nd. 1900.

Eldridge R. Johnson Esq.,
C a m d e n, N.J.

Dear Mr. Johnson,

Mr. Williams wishes me to write and ask you the following question:-

In addition to our regular business and the regular supply during the year which would not be considered in the new plan which we are making, could you manufacture between the 1st. of February and the 1st. of October, 75000 (Seventy-five thousand) machines of the regular pattern, and undertake to do the order and deliver them without fail?

Do not be frightened, the plan which this question is formed to arrange for, is an Advertising Scheme to be taken up by the largest paper in England, viz. "The Daily Mail" which has a circulation of nearly one million, and has a very healthy and strong influence being one of the best papers in the Kingdom.

They would undertake to sell this number with a certain amount of advertising say from \$40,000 to \$200,000. We guarantee-
ing and they agreeing to do the rest of the business.

It is practically the same scheme as that which has been worked here so that very nearly one million pounds sterling was made out of it, with the "Encyclopaedia" Company and the Daily Mail are planning for something next year to take its place. The newspaper was instrumental in doing the whole of the work.

We are negotiating with them at the present time, and therefore this letter.

ENI-Dover

Johnson

2.

Please indicate to us about what would the price, provided that we should give you this full order for 75,000 machines down, to be delivered before a certain time, in addition to our other orders. this complete order being all of one kind.

It is a biggish scheme and may not amount to anything, but level-headed, careful men like Mr. Williams and Mr. Storey, two of our Directors in the Company with myself, consider that never was there such an opportunity which looked so large and involved such enormous profits, with really so little risk,

This is private and confidential with you, as under ~~any~~ circumstances if anything is done about it we should have to take at least 8 to 9 months to prepare, the ~~offer~~ would be limited say from the 20th September and keep open about 3 months, and we should not want anybody to know about it so as to be able to sell our thunder until it was all accomplished.

Yours very truly,

Jumbo same yours Herin order

~~5000~~³⁰⁰⁰ own Motors 5000 Regular motors

5000 Slot attachments hurry all these
and back orders write when you can deliver

~~Don~~ Have letter from Armstrong to our
customer urging him by records low
prices on the quiet sending copy

(Sondox -)

Johnson cable
24/12/50 -

EMI-Duck

o/g

December 24th. 1900.

Eldridge R. Johnson Esq.
C a m d e n, N.J.

Dear Johnson.

It never rains but it pours - complaints have been rather numerous of late and now we have a new one altogether extraordinary.

We have been receiving complaints from our Trade that they were receiving Sound Boxes with stylus bars broken. It has not been our custom to open the Sound Boxes to see if they were in good order before packing as with the several years' experience and the tens and tens of thousands of Sound Boxes we have received, which we have had no trouble with, we presumed they would be all in good condition.

The complaints came so frequently lately that Mr. Royal this morning, took one box of 200 Sound Boxes, and examined them and found 35 of the 200 with stylus bars broken. This can be accounted for only by the fact that a certain lot of Stylus Bars which you have tempered were probably a little hard and just brittle enough to break easily, and that the packing was not sufficient under the circumstances.

We hope you will give this attention. The No of the case which contained these Sound Boxes was "Shipment "R", case No 29." You can determine from this the lot of which these Sound Boxes formed a part. We shall expect for the time being to have a large number of complaints about this but that it will right itself after this

EMI - Douch

Johnson

special lot which were tempered has been disposed of.

We would also ask you to send a supply of special Repair and Spare parts for all of the new styles we are receiving. This applies specially to the position in which we are about the Bevel-drive machines - at the present time we have 17 machines where the Fibre Wheel or some little part is wrong, and these machines are tied up.

Yours very truly,

The Gramophone & Typewriter Ltd.

O/G

December 24th. 1900.

Eldridge R. Johnson Esq.,
Camden, N.J

Dear Sir,

Have just received your cablegram and have looked over your letter of the 14th. inst. All of the goods which have been shipped up to that time have been received by us without any trouble and none should occur if matters are carried out as you planned at that date.

Now for the reason for this Law and a little explanation concerning it:-

The English Government passed a law which required that where any printing was on goods indicating that they were the product of any firm in England, embodying their trade-mark or any such other distinction, if these goods were imported into the country from outside it should be specifically stated as to what country was the country of origin. In the case where the goods are simply metal parts, as has happened in the past, then it does not apply because

EMI - Down

Johnson

these parts are used in construction and assembling and the finished product is manufactured here but where the cases which bear the actual imprint and trade-mark of the people who are eventually to sell the goods in England, come from abroad it should be always specified "made in U.S.A. America" or "made in Germany" or such other country as the goods come from.

We understand we shall have no more trouble, as it is principally that the bottom of the boxes should be marked, as Sheip has, for a long time, marked all boxes coming to us.

We have no doubt that you now have this in mind and we shall have no further bother about the matter.

Yours very truly,